

**CARE Denmark**  
**CARE International in Tanzania**

**Program Framework**  
**Ardhi Yetu (Our Land, AYP+) Programme**  
**2018 - 2021**

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## 1.0 INTRODUCTION

CARE International delivered the DANIDA funded four-year Ardhi Yetu Programme (AYP) in Tanzania from 2014-2017, supported by CARE Denmark. Meaning 'Our Land', AYP aimed to strengthen the capacity of civil society at local and national levels in Tanzania to hold land sector duty bearers—including government and private sector—accountable while advocating for the rights of small scale farmers and pastoralists, particularly women. AYP was implemented with national civil society organizations (CSOs) Haki Ardhi, the Journalists Environmental Association of Tanzania (JET) and Tanzania Natural Resources Forum (TNRF). In 2016 AYP conducted a midterm review, which found:

- Land Rights Monitors (LRMs) is an innovative model that creates awareness on the laws and rights of small-scale producers regarding land tenure; these monitors also support community members to demand their rights. There is a need to further strengthen the relations between individual LRMs via a network to provide opportunities to exchange lessons, knowledge and best practice.
- AYPs engagement in the SAGCOT initiative, Universal Periodic Review (UPR), and National Land Use Planning Taskforce<sup>1</sup>, has promoted sustainable and inclusive land-based investments, and strengthened the systems that hold duty bearers to account. The relevance of engaging in such national policy and investment discussions cannot be underestimated.
- AYP has added value by bringing CSOs in the land sector closer together on a joint advocacy platform, to influence national level policy making. Due to this, there are indications of a more positive dynamic between CSO and the Government.

CARE's second phase of Ardhi Yetu—*AYP Plus*—will run from 2018-2021 and will remain a national land rights advocacy programme that consolidates on-the-ground interventions, while integrating resilience and adaptation. AYP+ will utilize and build upon the CSO capacity, national forums and joint advocacy platforms developed during AYP, to support the overall objective that: *active communities and civil society advocate for an inclusive and transparent land sector, strengthening the land tenure security and resilience of small-scale farming and pastoral communities—particularly women.*

This second phase of AYP speaks to the vision of strong and vocal communities being the owners of their own localized solutions to security and resilience. Resilience is a critical new component, introduced in line with understanding that climate resilience depends on sustainable land and natural resource management. By introducing resilience, AYP+ will strengthen the required integration of climate change strategies into land use planning in Tanzania. The specific objectives of AYP+ are:

- 1) **Community:** Communities are able to manage drivers of risk (climate change, natural resource governance, land access and gender), and hold local government to account
- 2) **Civil Society:** Strong networks of like-minded CSOs have the capacity and available platforms, to hold the Government and Private Sector to account on responsible, climate resilient, and inclusive land policies and actions.
- 3) **Government/Private Sector:** A transparent and responsive Government (at both local and national level) is engaging small-scale farmers and pastoralists in climate sensitive land dialogues.

Such a focus on community, is integral to ensuring that national, Civil Society driven advocacy campaigns and policy dialogues, have their foundations in community voices, actions and realities.

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<sup>1</sup> The National Land Use Planning Taskforce is chaired by the National Land Use Planning Commission (and co-chaired by CARE International)—its purpose is to speed up the pace at which Tanzania's land sector is conducting land use planning. It is comprised of members from both ministry departments and Non-Governmental Organisations.

AYP+ takes the opportunity to strengthen the focus on gender equality and women's empowerment, by integrating specific and sustainable gender activities. AYP+ aligns with the 2030 Sustainable Development Goals, CARE's 2020 Global Strategy, CARE Denmark's global framework, and addresses the Government of Tanzania's five-year (2016/17—2020/21) development plan. Core partners for AYP+ will be Haki Ardhi, PAICODEO, and TNRF with strategic partners TALA, Forum CC and PINGOs Forum.

## 2.0 CONTEXT

Over 75% of Tanzanians live in rural areas, and over 80% derive their livelihoods from agriculture and/or pastoralism. Agriculture remains a dominant sector of the Tanzanian economy, generating 25% of GDP and supporting up to 80% of livelihoods.<sup>2</sup> Over 90% of economically active women in Tanzania engage in agricultural activities, producing about 70% of national food requirements.<sup>3</sup> According to government records, pastoralists also play a dominant role in the country's economy, with pastoralists and agro-pastoralists rearing 98% of the country's 21 million cattle and 22 million small-stock, and producing most of the milk and meat consumed nationally.<sup>4</sup> Tanzania has the third biggest cattle holding in Africa (worth USD 13.4 billion), and the pastoralist livestock sector currently contributes 4.7% of the GDP (Pass Trust 2013), and 16% of the Agricultural Gross Domestic Product (URT 2011).

For both small-scale agriculture farmers and pastoralists, land is the backbone of achieving a sustainable livelihood. Despite their heavy contribution to both the economy and food security of the country, small-scale farmers and pastoralists—particularly women—are frequently excluded from decision making processes regarding land, decreasing their ability to develop resilient livelihoods. Strengthening land and property rights is central to ending extreme poverty, reducing hunger, and promoting resilient societies—to this end, land is recognised explicitly in three of the Sustainable Development Goals (see section 8 for more information).

Land in Tanzania is categorized into three—Village Land (70%), Reserved Land (28%) and General Land (2%). The village land is what supports the livelihoods of 80% of the population; it is owned under customary tenure systems, and thus the importance of customary tenure cannot be underestimated. Protection of customary rights is provided for in Tanzanian laws, however there has been weak recognition of customary and communal land rights during the execution of most of the large-scale land acquisition, which has occurred in many places in Tanzania.<sup>5</sup>

The challenges that rural communities face regarding land, which are of **direct relevance** to AYP+:

**Government Priorities:** The Government of Tanzania's policies including land and agriculture and their strategic plans strongly support investment in the agricultural sector, requiring vast swathes of land. The Government's primary objective of industrialization too often results in small-scale farming and pastoralist communities being overlooked, and even evicted, for large-scale investment. Additionally, the Government has aimed at establishing a land bank from 'un-used' or 'unoccupied' land—such land is however often Village Land, unknowingly re-allocated by the Government as General Land for investment purposes. The Government's priorities when it comes to investment are medium and large scale, meaning they have little interest in village level land use plans, which don't generate any

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<sup>2</sup> Tanzania Agriculture Climate Resilience Plan, 2014

<sup>3</sup> Tanzania Climate Smart Agriculture Programme 2015-2025

<sup>4</sup> Tanzanian Pastoralists Threatened: Evictions, Human Rights Violations and Loss of Livelihoods, IWGIA report 23, 2016

<sup>5</sup> Private Sector Investment Mapping in the SAGCOT Strategic Area, 2017

investment-based revenue. Excluding small-scale farmers and pastoralists from investment opportunities negatively affects communities potential to prosper by engaging in profitable value chains, and large scale industrialized agriculture can lead to monocultures and intensive approaches that damage the environment and progressively decrease soil fertility—in turn hampering small-scale farmers production, and in turn the country’s food security.

**Lack of monitoring and accountability:** The Ministry of Land is one of the few government ministries which do not have an Annual Sector Review thus, reducing oversight on budget allocation and spend. Weak oversight has previously led to corruption and land grabbing that benefits investors and officials<sup>6</sup> and on a daily basis results in ongoing poor land management and administration, poor monitoring of what is and is not working, conflicts, as well as lack of information on village, reserved, and general land. Land remains a highly politicized topic, and thus high level, impartial monitoring, rarely happens.

**Management of Land Use Planning:** Multiple challenges face communities, when it comes to land use planning processes, including communities rarely being involved in planning, and the severe lack of budget and inefficient methods resulting in just 12% of the country’s villages having land use plans. Villages that do have them are often poorly implemented. Villages that don’t, fail to protect natural resources for food production. The lack of land use plans has prevented the Government from having a systematic approach to apportioning land for investment purposes.

**Conflict over space:** farmer and pastoral communities are increasingly driven to conflict over availability and sharing of resources—particularly land—due in part to changes in climate affecting availability of natural resources, and their lack of capacity to adapt. Additional to this, the government states that population increases are reducing the amount of available land—while population increases cannot be disputed, Civil Society is also acutely aware that village land allocation is decreasing, while not being reported.<sup>7</sup> Conflict can also be attributed to lack of knowledge on land rights, inadequate or absence of integrated land use plans, and evictions for private-sector investment.

**Lack of Security:** Most farmers and pastoralists lack security of the land they own, with very few of the villages with Village Land Use Plans, having taken the next step of issuing Certificates of Customary Right to Occupancy (CCROs), providing households with security of tenure. Secure rights are recognized by many as an incentive for good stewardship of land and natural resources—thus improving food security, agricultural productivity, and reducing degradation.

**Aligning land with economic growth:** Secure land and property rights create incentives for investment and trade and contribute to job growth and prosperity. However aligning land with economic growth is not a frequent dialogue heard in Tanzania—as a consequence, the Government does not see the importance of improving governance in the land sector, or positioning the Ministry of Land as a priority (meaning it receives very little of the government budget allocation) as a means to supporting their goal of middle income status.

**Gender:** while CARE has not conducted a gender analysis of Tanzania’s land sector (a priority for AYP+), it is widely apparent<sup>8</sup> that societal and cultural traditions continue to mitigate against women’s access

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<sup>6</sup> For example, the Kapunga Rice Project Ltd unlawful acquisition of 1,870 acres of land

<sup>7</sup> Without an Annual Sector Review we cannot confidently say how much land has been reallocated, but the evidence is in the amount of land that has been taken for investment, the number of conflicts between different users, and land being taken or added to reserve land among pastoral communities.

<sup>8</sup> As highlighted by Pederson and Haule in the 2013 DIIS Working Paper “Women, Donors and Land Administration: The Tanzania Case”, by Shayo and Martin in the 2009 “Gender and Diversity Situational Analysis: Tanzania Country Report” produced for CRS and C:AVA, and numerous online articles.

to land rights—including lack particularly of use, and ownership over land. Poor policy implementation further hinders this, along with a slow willingness from officials to amend and implement law to enable women to access their full rights—access, ownership and control of land.

**Climate Change and Natural Resource Governance:** Without robust land use planning in place, there is poor governance of natural resources at village level, leading to land degradation and unsustainable use of water sources. Coupled with this are: (1) the effects of climate change—such as droughts, unreliable rain patterns and crop failure—adding further pressure on land, in turn resulting in increased conflicts over productive agricultural and pastoral land as well as increased poverty for the land-users (due to cattle deaths); and (2) decreasing documentation and use of traditional natural resource management methods, leading to unsustainable practices among pastoral and farming communities. While the mainstreaming of climate change within all ministry strategies is a requirement, the Ministry of Land is notable for its lack of a climate change strategy.

**Civil Society Coordination:** Prior to 2014, when the first phase of Ardhi Yetu began, there was a notable gap in the lack of coordination among the vast number of civil society actors addressing land rights. While this coordination of civil society is still not perfect, the first phase of Ardhi Yetu made great strides in developing the required platforms and spaces for civil society to come together, coordinate priorities and approaches, and advocate with the government as one voice. This needs to be strengthened to ensure it is sustainable beyond the second phase.

Issues that are of **indirect<sup>9</sup> relevance** to AYP+, include the low capacities of village and district authorities, particularly when looking at financial and human resources to effectively perform their duties. A second indirect challenge, is how land overlaps multiple government ministries—including the ministries responsible for Land, Agriculture and Livestock, Tourism, and Environment (under the Vice President’s Office)—weakening coordination, and comprehensive understanding of the sector.

### 3.0 RATIONALE (Choice and justification of interventions)

In light of the above context analysis, CARE’s second phase of the Ardhi Yetu Programme (AYP+) will prioritize the following areas of focus:

- **Increasing community’s capacity to be activists for land rights and develop their own climate resilience strategies to drivers of risk.**<sup>10</sup> This responds to the key problems (identified in section 2) of: Climate Change, Conflict, Monitoring and Accountability, and Gender.
- **Developing advocacy campaigns—spearheaded by a stronger civil society—based on community priorities,** with a particular focus on the Government priorities of investment.<sup>11</sup> This responds to the key problems of Management of Land Use Planning, Climate Change, Monitoring and Accountability, Gender, and Government Priorities.
- **Developing an accountable and transparent land sector, particularly at government and private sector level.** This responds to the key problems of Management of Land Use Planning, Climate Change, Monitoring and Accountability, Gender, and Government Priorities.

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<sup>9</sup> These are important factors contributing to weakening the land governance systems in Tanzania, but unable to address them fully under AYP+ given other priority issues

<sup>10</sup> This will require understanding drivers of risk, that are related to the bigger picture of ecosystem and landscape management, and trade offs that need to be managed, as well as understanding drivers of risk for individual women, men, youth etc . This will identify the problems that are internal, social, or local issues, versus more national policy level shifts.

<sup>11</sup> This will be via engagement with (and through) the SAGCOT centre, Social Feeder Group, and Tanzania Investment Centre, as core ways of putting small-scale farmers/pastoralists into investment dialogues.

CARE has decided to maintain a somewhat similar framework to the first phase of the programme, due to the gains that have been made to date. At community level these need to be consolidated for sustainability, and at government level need to be strengthened for sustained accountability and multiplied impact.

While AYP+ is a natural progression of AYP, it simultaneously addresses new and emerging challenges, such as: the continuously changing private sector landscape; and the weak alignments between tenure security and economic growth, as well as between tenure security and resilience to climate change. With a stronger civil society in place—thanks to AYP—there is now room to progress interventions to address additional challenges, continuously using land as the foundation of those dialogues.

CARE Tanzania has approached the design of AYP+ from determining how we can leverage existing programmes, relations, and platforms, to progress land-based conversations for the benefit of the most vulnerable—small-scale farmers, pastoralists, and women. Decisions have been made in line with the size and scale of the programming, where CARE can add the most value in the most cost-effective way, and where solid gains can be made to multiply the impact of the programme. With these criteria in mind, some of the decisions that have emerged from design stage have included:

- (1) Addressing how pastoralist communities and small scale farmers can contribute to the economy via linking land rights with resilience and adaptation, as opposed to only focusing on conflict which is a crowded and highly political scene. This approach recognises that successful adaptation requires secure and appropriate land rights, and that achieving resilience (and thus economic growth) is only possible when this is met. It also aligns CARE Tanzania with government priorities, and ensures we're adding to existing dialogues with the value add of contributing new content and approaches to existing problems.
- (2) Recognising that mobility is a pastoral resilience strategy—one that is becoming more essential as climate impacts worsen, yet one that causes conflict with small scale farmers and has little backing from the Government. AYP+ intends to support this resilience strategy through the dual approach of (longer-term) Community Adaptation and Action Planning (CAAP), alongside (shorter-term) Participatory Scenario Planning (PSP). These two tools will work together to develop a scenario-based approach to participatory community adaptation action planning, using local knowledge known by pastoralists and small scale farmers, as the starting point. PSPs can also play an important role in enabling district level multi-stakeholder dialogue on a seasonal basis at which forum many other issues can be addressed in a non controversial way—indirectly reducing conflict.
- (3) Increasing focus on evidence collection and documentation, to leverage insights for national dialogues, thus strengthening vertical linkages between communities and national platforms
- (4) Piloting interventions on a small scale—such as Community Adaptation and Action Planning (CAAP) as well as an increased focus on the indigenous component of Participatory Scenario Planning (PSP)—and elevating learnings to mainstream actors for impact at scale. The scope of land right monitors will now expand to include specific actions to promote climate adaptation and resilience
- (5) Strengthening existing land-focused platforms for sustainability beyond AYP+
- (6) Addressing tenure security from the perspective of productive land—to align with government rhetoric, and thus increase the pace at which land is seen as a priority.

In light of all of this, programming will prioritize:

- **A consolidated and motivated network of Land Rights Monitors (Haki Ardhi)**—to proactively represent their communities, drive community land agendas, raise awareness on land rights,

mitigate conflict, and promoting resilience against climate change. The network will be linked in with Loose Coalitions (TNR) and Women's Networks (PAICODEO).

- **Community level understanding and awareness of their rights**—to strengthen engagement in village land decision-making, and hold local decision-makers to account;
- **Integrating indigenous and local knowledge within participatory scenario planning and community adaptation planning**—as a means to utilize indigenous resilience strategies from mobile communities, harmonize them with those of static communities, and develop adaptation strategies that strengthen sustainable use of natural and minimize ever-increasing land-use conflicts;
- **Mobilizing civil society through united platforms to document and disseminate best practice**—particularly focusing on responsible investment, and engagement of small-scale farmers in land-based investment;
- **Strengthening land-focused umbrella organizations**—to develop sustainable advocacy platforms
- **Developing spaces for government, civil society and private sector dialogue**—to develop localized platforms to solve challenges, create safe spaces for land activism, and connect pastoral communities to private sector dialogues;
- **Creating a transparent and accountable land sector**—through spearheading an annual sector review that can strengthen advocacy dialogues (with a focus on budgeting and budget tracking; division of the country's land; sectoral coordination and pace of Integrated Land Use Planning); and contributing community needs into partner budget tracking activities around climate change (Forum CC and CCAFS) and gender (TGNP).
- Developing a land sector that: **prioritizes and mainstreams climate change adaptation** into planning procedures, provides an enabling environment for effective adaptation and resilience (by supporting land tenure and land use policies that enable implementation of sustainable and resilient land and natural resource management), and engages in the **National Adaptation Planning** process.
- **Women's rights to land**—through specific activities, and mainstreamed messaging throughout. This is at the very centre of the AYP+ programming design.

CARE will reassess capacity needs of partners and co-design with them development plans that support their institutional strength, as well as their capacity to deliver more sustainable models (e.g.: Land Rights Monitors and Women's Networks), engage more concretely in national level dialogues, and take-over the running of national platforms such as the SAGCOT Social Feeder Group<sup>12</sup>. Where CARE is bringing on board new partners, refer to section 8 for details on phasing them in.

**CARE's value-add within the sector:** There is a small yet strong cohort of development partners working in the land rights sector in Tanzania. Alongside DANIDA's investment in Ardhi Yetu Programme, there is the DFID/DANIDA/SIDA funded Land Tenure Security Programme (2014-2019), USAID's Land Tenure Assistance Programme (2015-2019), and a likely investment by the World Bank into Tanzania's land use planning via the Government. CARE has held consultation meetings with these Development Partners (except for the World Bank who are still engaging in discussions with the Government) to align with interventions and prevent duplication of efforts.

The value-add of AYP+ in relation to these other actors, include: (1) CARE's continued impartiality, enabling it to facilitate coordination of civil society and government actors on national policy; (2)

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<sup>12</sup> The Social Feeder Group is an advisory arm of the Southern Agricultural Corridor of Tanzania (SAGCOT)—chaired by CARE International, it provides a platform for small-scale farmer voices, opinions and advocacy to be elevated within SAGCOT via the civil society membership, as well as technical advice on social issues and discussions.



combining a national and community focused approach to programming—ensuring community models and approaches, are influencing national advocacy and policy dialogues and priorities; (3) prioritizing the focus on women to reduce gender inequality in the land sector, and incorporating a strong focus on pastoral communities; (4) addressing pastoralist land challenges through an integrated economic, environmental, social and resilience lens—rather than conflict focused lens; and (5) CARE’s position on both the National Land Use Planning Taskforce—through which it has the trust of both ministerial leaders, and civil society—and the SAGCOT Centre’s Social Feeder Group—through which it has the trust of the private sector, civil society, and communities. For the value add of AYP+ Core Partners—Haki Ardhi, PAICODEO and TNRF—refer to section 8.

#### 4.0 THEORY OF CHANGE

The AYP+ theory of change looks to consolidate learnings, models and approaches from AYP, and use that as a foundation on which to progress the land dialogue to focus on tenure security facilitating productive use of land, and resilience to climate change. In summary, the theory is that:

**IF** farmers and pastoralists—particularly women—are empowered to hold local authorities to account, have tenure security and can invest in land (right to use, decision making over land and land produce, own individually or communally, and access to land), are able to protect their investments against climate change via adaptation, receive support from strong civil society networks and organisations, and legal frameworks and institutions are responsive to land resource governance (enabling environment), **THEN** they will be able to sustain their land ownership against external pressures, be resilient to shocks and stresses, and positively contribute to their individual, household, and Tanzania’s economic growth.

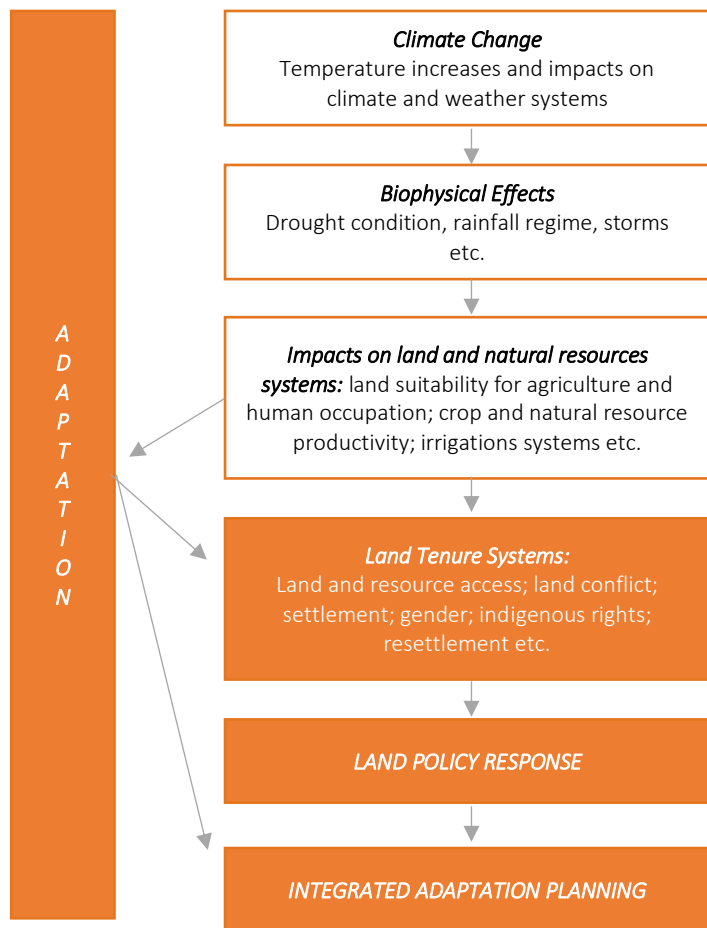
We know from AYP learnings that the areas of land, resilience, and livelihoods are so intricately linked, that AYP+ cannot afford to not engage all three. The theory thus enables the three components to be linked, whilst aligning with Government of Tanzania rhetoric on economic growth through private sector investment and industrialization. The theory also rests on communities and civil society organizations working cohesively to ensure that such investments are responsible, accountable, and enable small-scale farmers and pastoralists to be at the heart of economic growth initiatives. This will be strengthened by focusing on community networks (such as Land Rights Monitors, Loose Coalitions and Women’s Networks) spearheading social accountability mechanisms.

**Theory behind introducing climate change and resilience:**

We know that the linkages between climate change and land tenure rights are complex and indirect. The effects of climate change and variability are felt through changes in natural ecosystems, land capability and land use systems—placing diminishing supplies of land under greater pressure, for both productive use and human settlement. This is especially the case for marginalized segments of community—rights of access to, and ownership of land, becomes a matter of life and death.

The diagram to the right illustrates how land issues and policies are brought together during adaptation planning:

Critical issues that need land policy interventions in the face of climate change, include: (1) Land use and settlement in areas facing significant direct risks from climate change; (2) accelerated provision of secure land tenure arrangements to enhance household and community capacity to adapt to climate change impacts; and (3) measures to protect the poor and vulnerable from loss of livelihood resources.



**(a) How do we think change will happen, and what do we know about how change happens in this context/sector/area?**

The design of AYP+ sees change as happening at different sectoral levels. At the **community level**, we see change as happening through consolidating existing community structures—including (1) Land Rights Monitors via bringing them together as a network with a stronger voice, stronger mandate, and offering of stronger community support; (2) Loose Coalitions, by scaling the approach to additional communities to strengthen conflict dialogues; and (3) formalizing Women’s Networks to be organized, informed, and active. By consolidating and equipping these existing structures with the skills they need to be proactive activists in their communities, we will see communities more engaged in the land dialogues that happen at village level (particularly decisions made at village meetings and by ward councilors), and sustainable networks that are effectively feeding into land dialogues, and proactively mitigating conflicts before they arise. We know that we need to better equip traditional, village, and ward leaders with information on land rights, and in particular the role of the Land Rights Monitors (who have in the past been seen as threatening) in order to create a safe, and enabling environment in which these groups—and monitors in particular—can be activists for change. We also know that we need to use these existing community groups and structures, particularly Land Rights Monitors and Women’s Networks, to act as community mobilisers to support adaptation planning and action. By working with, and equipping women councilors with the skills they need to vocalize women’s rights, we know that we can address the outcome of land dialogues and decisions being made at village level, in a gender transformative way.

We know that at community level, small-scale farmers and pastoralists depend upon access to land to be able to sustain their livelihoods. We know that a changing climate and unsustainable use of natural resources, are negatively impacting the ability to use land productively. This will be addressed through integrating indigenous and modern techniques of weather forecasting and using this across farming and pastoral communities to conduct scenario planning for the seasons ahead—CARE’s Participatory Scenario Planning (PSP). We think this will enable farmers and pastoralists to strengthen their resilience to climate changes by making positive decisions about land use; plan migration patterns together; and coordinate resilience strategies to make optimum use of land—indirectly reducing conflict.<sup>13</sup> By developing long term Community Adaptation Action Plans (CAAP), with seasonal PSP advisories, we can see that communities will own the solutions to adaptation. These two processes will be conducted to constitute part of the integrated local level planning as advised by the government and will have significant engagement of community and district level practitioners. AYP+ needs to then determine how it can elevate the successes of such an approach to influence institutional change—whether that’s influencing planning processes at the national level to incorporate adaptation, or influencing the land use planning process in particular to include adaptation. We know that providing evidence of models is critical when supporting district authorities to absorb and scale interventions—documenting and measuring the impact of PSP and CAAP will be essential for holding meaningful dialogues that can multiply impact.<sup>14</sup> This approach to community interventions, brings ownership of natural resources back to the communities, by listening to their approaches and knowledge.

At the **civil society level**, we know from AYP that change happens through: forming strong alliances; creating allies across sectors; convening actors for coordinated discussions; working as cohesive units with each actor bringing their expertise to the table; capturing the voices and stories of target groups to support national advocacy; and collecting and documenting evidence to give credibility to civil society voices. Through Specific Objective 2, AYP+ will continue to invest in building the capacity of civil society to engage meaningfully in these change mechanisms. We see change as happening at civil society level by continuing to use the platforms and coordination mechanisms that have been created—the Social Feeder Group, UPR, CSO Coalition, and National Land Use Planning Taskforce—as a means to hold Tanzania’s land sector to account. We will strengthen these coordination mechanisms at the same time as using them to generate evidence (from commissioned studies and pilots), to continuously advocate for land rights for small-scale farmers and pastoralists. We know that civil society operates at different levels in Tanzania, with some having a strong grassroots presence while others are engaged in national dialogues. AYP+ will maximize this by linking the three Core Partners so as to utilize their strengths, and ensure they work together to plug one another gaps. We know that we need to make these vulnerable communities part of the Government’s priorities, and will do so by illustrating their contributions to economic growth, through a land and resilience lens. Engaging with the SAGCOT Centre and Tanzania Investment Centre will be critical to achieve this. We know that a strong coordinator of civil society actors is needed to continue the dialogues beyond APY+ and so CARE will provide mentoring support to the Tanzania Land Alliance, to move them into this position.

Finally, at **Government and Private Sector level**, we know that the investment landscape in Tanzania is volatile, but that while international investment might be high risk, national investment continues. We know that private sector investment, particularly in land-based interventions and agriculture industrialization is a priority for the Government, and we know that the Private Sector is a strong

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<sup>13</sup> Participatory Scenario Planning provides the multi-stakeholder forum where these dialogues can be held

<sup>14</sup> One such approach could be via influencing the national guidelines on how Districts should be doing their planning, so that they have to incorporate a climate lens/community involvement.

influencer of both the Government and SAGCOT Centre priorities. We also know that pastoralist communities are seen as challenging to the Government from an administration perspective. From AYP we know that change happens by continuous dialogue, engaging these actors in platforms, and working with them to achieve their objectives in a way that is responsible and pro-poor. We will work with the Ministry of Land to conduct their first Annual Sector Review, as a means to support them in lobbying internally for increased budget. We also expect that evidence generated from communities regarding the link between tenure security and productive use of land will support the Ministry's argument that investment in land should be a priority for this administration. The Annual Sector Review will also enable Civil Society, under CARE and TALAs coordination, to develop advocacy messages around the land sector, and hold the government to account.

We know that the mainstreaming of climate change is yet to happen under the Ministry of Land. AYP+ can bring evidence to the Ministry of Land from the PSP and CAAP pilots, to demonstrate tried and tested models for integrating adaptation and scenario planning, into a land context. The National Adaptation Plan (NAP) should be sector led—AYP+ needs to play a role in including the land, agriculture, and livestock sectors, to ensure adaptation planning is responsible and maintains land rights for the rural poor. AYP+ will engage in influencing activities to ensure the NAP upholds land use planning, and that land rights issues are being lobbied for from a resilience and national economy perspective. At District Authority level, we expect to see change by developing District Multi-Stakeholder Forums, which will provide the space for localized land issues to be resolved by local means. These forums will also provide the platform needed for PSP—with PSP being the motivator that gets the forums started and keeps them going in line with seasons. Additionally, by bringing together Pastoralists, Private Sector and Government actors, we expect to improve the Governments' understanding of the benefits of investing in pastoral livelihoods, by linking them to markets through private sector partnerships. The creation of this platform will be piloted on a small scale, to document evidence and capture lessons learned.

***(b) Who and which factors - are the most important drivers of these changes***

The most important drivers of these changes are the three domains on which this programme framework is set: **The Community**—demanding transparency and accountability, and driving resilience strategies; **Civil Society**—organizing themselves appropriately to advocate for coordinated change and collecting the required evidence for advocacy dialogues; and **the Government**—who need to be responsive to the communities they govern, champion priorities for economic growth, and prioritize climate change within all sectors in general, and in land in particular.<sup>15</sup>

***(c) Where do we see resistance and where do we see support for these changes?***

We see support for these changes from: (1) Farming and pastoral communities, community based organizations (e.g.: the Land Rights Monitor Network, and faith based organizations) and civil society organizations that focus on small-scale farmer rights, land rights, pastoralism, climate change, and natural resource governance; (2) the Vice President's Office, for mainstreaming climate change within the Ministry of Land, and contributing to the National Adaptation Plan; (3) Local Government Authorities, for convening platforms to resolve land-based challenges locally; and (4) Private Sector

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<sup>15</sup> CARE Tanzania is intending to engage in similar interventions for the Livestock Policy under a Green Climate Fund (GCF) funded intervention. While the Livestock sector is obviously paramount for the pastoralists under AYP+, it will be too much for this programme to also take on climate change integration within another policy. AYP+ will however work closely with CARE Tanzania's portfolio of other aligned programmes to strengthen interventions.

that are looking to invest based on credible and reliable land information. We see potential resistance from: (1) the SAGCOT Centre, who appear to have purposefully positioned the Social (and Environmental) Feeder Groups<sup>16</sup> as an advisory, rather than collective that can hold the Centre to account; (2) the Tanzania Investment Centre, who will likely not want civil society involvement in investment decisions; and (3) the Government of Tanzania, for advocating for increased budget, focus and importance on the Ministry of Land; 4) the Ministry responsible for livestock who will be prioritizing modern livestock keeping against pastoralism<sup>17</sup>

***(d) What are the main opportunities for influencing change in the coming years?***

AYP+ has been designed with scale in mind, providing a number of opportunities to influence long term change and thus multiply the impact of the programme. From a **land perspective**, these include development of the Land Laws under the Policy Review and ensuring they remain gender equitable and pro-poor, as well as establishing the Annual Sector Review, which will provide the foundation for ongoing transparency and accountability of the sector. From the **perspective of climate change**, AYP+ can provide the foundation for innovative thinking around how scenario planning, resilience strategies, and adaptation plans, can all be streamlined within the Ministry of Land's approach to land use planning. It will also contribute to Tanzania's National Adaptation Plan process, ensuring it takes into account adaptation activities that are relevant to, and adoptable by, small-scale farmers and pastoralists, as well as the differing needs of women. When looking at **government priorities** under the 2016/17 to 2020/21 Tanzania Second Five Year Development Plan, industrialization for economic development is a stand out priority. AYP+ has the potential, through documenting and presenting evidence, to influence the engagement of small-scale farmers and pastoralists in this long-term vision.

***(e) Our role: How will we<sup>18</sup> contribute to the changes? Who will we work with and seek to influence or build capacity of to create the hoped-for change***

The AYP+ strategy for influencing change will be a combination of delivering small-scale pilots at community level, alongside leveraging findings from both CARE's existing work in Tanzania and other actors, to build a strong portfolio of evidence and learning to support high level advocacy dialogues and influencing with key stakeholders. Stakeholders will include: National Land Use Planning Commission; Ministries of Land, Agriculture, and Livestock and Fisheries; SAGCOT Centre; Tanzania Investment Centre; and Ministry of Environment under the Vice President's Office.

CARE will work closely on this with core partners Haki Ardhi, TNRF, and PAICODEO—refer to section 7 for further details on what each partner will be responsible for leading on. AYP+ will continue to build the capacity of core partners, with a transition from focusing purely on organizational capacity building to incorporating technical capacity as well. AYP+ will provide mentorship support to strategic partners such as TALA, and national forums that will be leveraged to engage in national level advocacy—for example Forum CC and PINGO forum.

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<sup>16</sup> The Environmental Feeder Group is chaired by WWF (a strategic partner of CARE's) and has the mandate of bringing technical advice to SAGCOT and widening SAGCOT related environmental discussions with constituencies.

<sup>17</sup> This resistance can be mitigated through review of the livestock policy by devising technical options for supporting sustainable pastoralist livelihoods, a critical intervention identified through the ongoing GCF programme design facilitated through NEPAD, IUCN and Ministry of Agriculture

<sup>18</sup> We being the core actors of AYP+: Haki Ardhi, PAICODEO, TNRF and CARE.

## 5.0 PROGRAMME OBJECTIVE AND KEY OUTCOME AREAS

The overall objective, is that: *Active communities and civil society advocate for an inclusive and transparent land sector, strengthening the land tenure security and resilience of small-scale farming and pastoral communities—particularly women.* This aligns with CARE Denmark's overall objective of the *Realization of Right to Food*, through concentrating on the right to access, use, and own land—a critical component within the right to food.

Under this, sit three Specific Objective, which align with CARE Denmark's thematic areas of: Economically Empowered Communities, and Resilient Communities.

- **Specific Objective 1:** Communities are able to manage drivers of risk (climate change, natural resource governance, land access, and gender), and hold local government to account.
- **Specific Objective 2:** Strong networks of like-minded CSOs have the capacity and available platforms, to hold the Government and Private Sector to account on responsible, climate resilient, and inclusive land policies and actions.
- **Specific Objective 3:** A transparent and responsive Government (at both local and national level) is engaging small-scale farmers and pastoralists in climate sensitive land dialogues.

These three objectives align with the domains of Community (SO1), Civil Society (SO2) and Government/Private Sector (SO3) and are designed to illustrate the changes we want to see in those actors through the interventions we'll deliver that are within our control. The three objectives are positioned in a way to align with the interconnected nature of the CARE International Governance, Resilience and Gender frameworks.

The outcomes we expect to see under each of the specific objectives, along with their related activities, are as follows (and can also be reviewed under the annexed Results Framework). Please refer to the annexed Results Framework to see which Core Partner will be leading on each activity.

**Specific Objective 1:** Communities are able to manage drivers of risk (climate change, natural resource governance, land access, and gender), and hold local government to account.

**Outcome 1.1:** Existing community structures (LRMs, Loose Coalitions and Women's Networks) are solidified and strengthened, to prevent land-based conflict and engage communities in key land and, climate change and resilience discussions.

- Bring Land Rights Monitors, loose coalitions, and women groups together as a network, via: developing hamlet/village level platforms (HA, TNRF, PAICADEO)
- Develop an ICT platform for Land Rights Monitors, loose coalitions, and women groups to share experiences, log examples of both best practice and malpractice, receive information on national policies and guidelines, and learn how to best engage with investors (HA)
- Develop and deliver activism training to Land Rights Monitors (HA)
- Establish an annual Land Rights Monitors workshop for learning, and best practice (HA)
- Build capacity of LRMs, loose coalitions, women networks, and local government representatives in climate resilience, and to be facilitators of CAAP development and representation of communities at PSPs, as climate resilience and women's land rights champions (HA, P)
- Create a documented model for Loose Coalitions (TNRF)
- Provide training and technical support for PAICODEO to scale Loose Coalition model to additional districts (TNRF/P)
- Facilitate the organization of existing women's networks into structured networks that are engaging in key community dialogues and CAAPs processes (P)

**Outcome 1.2:** Communities are holding local government to account regarding: inclusive private sector investment, land use planning, and women's rights

- Sensitization delivered by Land Rights Monitors, paralegals, and women groups to communities — particularly focusing on getting community members to attend village meetings, and contribute to village meeting agendas on land rights, climate change and resilience (HA)
- Monitoring follow-up of village council meeting actions by community members (HA)
- Monitoring implementation of Village Land Use Plans (new and existing) (HA)
- Communities engage in Village Council processes to develop Natural Resource Management by-laws (HA/P)
- Empowerment and entrepreneurship<sup>19</sup> trainings are delivered to women community members, women Village Committee members, and women Ward Councilors (to build the leadership skills of women to engage in land use planning and CAAP processes) (CARE)
- Communities report incidences of land rights violation in village/ward councils (HA)

**Outcome 1.3:** Communities are actively participating in developing, implementing and monitoring Community Adaptation Action Planning<sup>20</sup>

- Conduct Gendered Climate Vulnerability Capacity Assessment including drivers of risk (G-CVCA) and local knowledge capacity(P/TNRF)
- Develop Adaptation plans (using CAAP methodology and in the same locations where PSP will take place) that support co-existence of agriculture and pastoralism to optimize community resilience opportunities (P/TNRF)
- Facilitate community exchanges to strengthen learning on resilience techniques (including sharing CAAPs) (P/TNRF)
- Develop village level by-laws to institutionalize regular review and re-planning – possibly linked to seasonal PSPs, to ensure flexible and responsive actions as the climate and other factors change over time (P/TNRF)
- Document the G-CVCA and CAAP process and outcomes, to use in national adaptation and land planning dialogues (P/TNRF)

**Outcome 1.4:** Indigenous and modern methods of weather prediction are being used in parallel in scenario planning, to support farmers and pastoralists to respond to changes in climate in a harmonious way

- (As part of the GCVCA) identify traditional weather forecasters from both farming and pastoral communities and document indigenous weather forecasting practices to feed into Natural Resource Management and Governance dialogues. (P/TNRF)

**Specific Objective 2:** Strong networks of like-minded CSOs have the capacity and available platforms to hold the Government and Private Sector to account on responsible, climate resilient, and inclusive land policies and actions

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<sup>19</sup> Entrepreneurship is to be leveraged by linking Women's Networks into other CARE Tanzania VSLA focused interventions.

<sup>20</sup> NB: the CAAP process includes developing implementation plans which the community spearheads. There are therefore no specific implementation activities under AYP+ framework.

**Outcome 2.1:** Tanzania has a strong land alliance to advocate for farming and pastoral land rights

- Provide coaching support to TALA to take over the SAGCOT Social Feeder Group
- Facilitate TALA's engagement in, and leadership of, national land dialogues.

**Outcome 2.2:** Capacity building on climate resilience, women's rights, and sustainable land use management<sup>21</sup>

- Develop and deliver Capacity Development Plans for each Core Partner (x3) (CARE)
- Deliver tailored and ongoing trainings to Core Partners on climate change, resilience, CAAP, PSP, women's rights, and land use management. (HA—land / TNRF—climate / CARE—gender)
- Work with the Tanzania Gender Networking Programme (TGNP) to provide land rights training to their members (CARE/HA)

**Outcome 2.3:** Civil society organizations addressing land, climate resilience, and gender, have strong platforms and linkages for co-ordination.

- Facilitate the brokering of vertical linkages between likeminded grassroots and national civil society organizations to strengthen policy advocacy dialogues (CARE)
- Support likeminded organizations to work together on advocacy campaigns and policy dialogues (CARE)
- Convene and coordinate quarterly Social Feeder Group meetings (CARE/TALA)
- Coordinate continued input to the Land Policy Review process (CARE/TALA)

Deliver advocacy activities with SAGCOT Centre to progress the Social Feeder Group from being an advisory body, to a body that can hold the centre to account (CARE/TALA)

**Outcome 2.4:** Civil Society is using community focused evidence and documentation to strengthen national land dialogues on: (1) responsible investment; and (2) climate resilience and women's rights in supporting inclusive and resilient land use planning.

- Use evidence from Specific Objective 1 as inputs to CSO advocacy (all)
- Conduct Gender analysis of the Tanzania land sector to contribute to overall program implementation and advocacy
- Identify examples of best practice in sustainable and inclusive land-based investment (both national and international investors), document, disseminate, and use as an advocacy tool (CSO Coalition)
- Commission and conduct reports/studies to use as advocacy tools (CSO coalition)
- Monitor existence and relevance of Tanzania Investment Centre's Responsible Investment Guidelines (SFG)
- Monitor implementation of Responsible Investment Guidelines and advocate for private sector land-based investment to be climate sensitive (SFG)
- Collect and use strong case studies from the field (on effective and ineffective implementation of land policy) to support advocacy objectives (CARE+partners)

**Specific Objective 3:** A transparent and responsive Government (at both local and national level) is engaging small-scale farmers and pastoralists in climate sensitive land dialogues

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<sup>21</sup> The purpose of which is to ensure CSO advocacy is fully informed of the realities and best practices



**Outcome 3.1:** Spaces are created for Government, civil society, private sector, and communities to create localized solutions to land investment and challenges

- Establish District Multi-Stakeholder Forums (HA/P/TNRF—each to lead based on their key locations)
- District Multi-Stakeholder Forums meet bi-annually (HA/P/TNRF—each to lead based on their key locations)
- Training delivered to Village Councils, Traditional Leaders and Opinion Leaders on land rights to create an enabling environment for Land Rights Monitors (HA), and Loose Coalitions (TNRF/P)
- Conduct Participatory Scenario Planning (PSP) in identified pilot districts including local weather forecasters (P/TNRF)
- Pilot the creation of a platform to convene Pastoralist, Private Sector, and Government actors (with the purpose of addressing economic impact of pastoral communities, through strengthening their land rights) (TNRF/P—with support from CARE)

**Outcome 3.2:** Tanzania's land sector is transparent and accountable to communities' needs

- Secure agreement to conduct an Annual Sector Review for Land (CARE)
- Secure financing from other key actors and development partners to establish the Annual Land Sector Review (CARE)
- Agree priority areas with Civil Society to include within the review (HA/P/TNRF)
- Conduct analysis on the land sector to feed into the Annual Sector review (HA/P/TNRF)
- Develop key messages from the Annual Sector Review to establish suitable advocacy campaigns throughout the year (CARE/HA/P/TNRF)
- Hold follow-up meetings to document progress against commitments (HA/P/TNRF)
- CSO Coalition monitors development and implementation of the Land Law amendments (following approval of the revised Land Policy) to ensure women's access, use and ownership of land (HA/P/TNRF—plus wider CSO Coalition inputs)
- Engage in Climate Change budget tracking (with Forum CC/CCAFS), and Gender Sensitive budget tracking (with TGNP) through sharing community priorities (HA/P/TNRF)

**Outcome 3.3:** Successful climate change and adaptation strategies are mainstreamed within the land sector at district and national level.

- Evidence collection and documentation of PSP and CAAP processes, outcomes, and lessons learned (P/TNRF)
- Share documented evidence with Climate Change networks to influence mainstreaming and financing of adaptation planning and adoption strategies (TNRF/P)
- Invite Climate Change Networks and mainstream actors (e.g.: Government actors and Development Partners) to communities implementing PSP and CAAP, to witness outcomes in person (P)
- Use evidence and learnings from CAAP to engage in policy dialogues on how community adaptation priorities can be integrated into district planning processes (P/TNRF)
- Climate Change Networks and Core Partners use both insights from communities and proven and effective models to engage in Tanzania's National Adaptation Plan (NAP) development process (P/TNRF)
- Monitor that mainstreaming of Climate Change has been incorporated within Natural Resource management policies such as agriculture, land use guidelines, livestock policy they have actions for implementation (P/TNRF/CARE)

- Advocate for climate change to be prioritized within the Ministry of Land (land Use dialogue guideline and strategies), and support development of an actionable climate change strategy (P/TNRF/CARE)

## 6.0 IMPACT GROUP

AYP+ will prioritize two impact groups—small-scale farmers and pastoralists, with a distinct focus on women. These two groups are dependent on land and natural resources and provide the vast majority of the nation’s food security, yet they are exposed to challenges that hamper their resilience, particularly in light of climate change.

The impact group will be reached through both direct and indirect means, via community engagement and national level advocacy respectively. The community level engagement will be spearheaded by core partners’ entry points—which include Haki Ardhi’s Land Rights Monitors and PAICODEOs Women’s Networks—as well as through the Participatory Scenario Planning and Community Adaptation and Action Plan processes (which are led by community members). The Land Rights Monitors will be responsible for community sensitization on land rights, while both Land Rights Monitors and Women’s Networks will be involved in: mobilizing communities to engage in CAAP and PSP processes; engaging communities (particularly women) in village meetings and development of by-laws; and social accountability mechanisms. There will be empowerment trainings delivered (by CARE) to women community members, women Village Committee members, and women Ward Councilors, as a means to strengthen their ability to advocate for women’s land rights at a local level.

TNRFs Loose Coalitions will not be leveraged as an entry point per se, but will be scaled by PAICODEO as an example of a proven model that reduces conflict between pastoralists and farmers. This will in turn provide another entry point for programming.

The national level activities—including engagement in the Land Policy review, National Adaptation Planning, mainstreaming of climate change within the Ministry of Land, Annual Sector Review, SAGCOT Centre and all high-level advocacy dialogues—will have the voice of the target group at their core, and will be the predominant means through which CARE Tanzania intends to multiply its impact, and indirectly reach millions of small-scale farmers and pastoralists in Tanzania. These national mechanisms—particularly the Annual Sector Review—aligns with AYP+ focus on social accountability.

The priority locations for interventions have been selected based on: (1) locations of our partners, so as to ensure strongly developed relationships with communities and officials; and (2) priority areas for private sector investment and large-scale agriculture (e.g.: SAGCOT corridor), and government strategic priorities (e.g.: Dodoma<sup>22</sup>). The intervention areas will be: Dodoma, Manyara, Morogoro, Iringa and Mbeya Regions.<sup>23</sup> See Annex B for a map of Tanzania with highlighted intervention regions.

The intervention regions are recognized for having a blend of farming and pastoral communities, rather than being heavily focused on either one or the other. The specific districts and villages that AYP+ will concentrate on will be determined during inception with partners—priorities to consider will

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<sup>22</sup> While Dodoma is Tanzania’s capital, it has to date been used only when Parliament is sitting—all ministries offices, and high-level meetings take place in Dar es Salaam. Under the new administration there is a plan for all Ministries to move to Dodoma in the coming years. This will likely lead to an increased number of development partners and other stakeholders conducting more work out of Dodoma, in time.

<sup>23</sup> While PAICODEO also work in Tanga and Coast Regions, these have been removed as priority locations for now to ensure programming has focus and aligns with CARE Tanzania strategic presence in country. If any critical land and/or climate issues arise in these locations, the programme can react to engage in these localities.

be: socio-economic, environmental and land use contexts; partner presence; and proximity of districts from one another (for example if CAAP and PSP can be implemented in neighboring districts the planning can be better coordinated and more impactful).

## 7.0 PARTNERS

CARE has identified three **Core Partners**, through a process of researching, speaking to, and engaging a wide range of civil society actors in the design process. Based on strength of their interventions in line with AYP+'s overall objective finalized partners are:

**Haki Ardhi:** a national civil society organization with a core focus on land rights. Their priority areas of focus will be: (1) Managing the Land Rights Monitors, including their role in community sensitization, community activism, monitoring of village committee actions, social accountability through monitoring, and community mobilization in adaptation activities; (2) Developing a cohesive network of Land Rights Monitors, via an annual workshop and ICT—the purpose of which is to increase their access to information on land laws, support their ability to work more cohesively together, and strengthen documenting and reporting of land violations for civil society to act on; (3) Establishing Women's Land Rights Champions; (4) Training village leaders, opinion leaders, and traditional leaders on land rights; (5) Monitoring implementation of land use plans, and revised land laws under the Land Policy; (6) Providing training to other civil society partners on land rights; and (7) Feeding into national dialogues via the Social Feeder Group and advocacy campaigns.

Our justification for partnering with them is that there is a need to consolidate the work done to date on the Land Rights Monitors to create a sustainable and cohesive network of monitors that can continue to hold local authorities to account. They have strong capacities as a partner, are well respected in the Tanzania land sector, and will play a critical role in creating strong vertical linkages between communities and national dialogues. They played a strong role in the first four years of AYP, and while the priority will likely not fall fully on them in AYP+, the first 18-24 months will be spent consolidating the work done to date. This is a partner that will likely be reviewed at mid-term.

**PAICODEO—Pastoralists Indigenous Community Development Organization:** a national civil society organization with a core focus on land rights (particularly for pastoralists) and climate change/natural resource governance. Their priority areas of focus will be: (1) Collecting and documenting indigenous weather forecasting methods for national dialogues; (2) Implementing CAAP and PSP in pilot districts and subsequent evidence collection, documentation and advocacy dialogues; (3) Community exchanges regarding natural resource management and adaptation; (4) Piloting establishment of the Pastoralist/Private Sector/Government platform, and documenting evidence; (5) Monitoring implementation of land use plans, and revised land laws under the Land Policy; and (6) Feeding into national dialogues and advocacy campaigns.

Our justification for introducing PAICODEO to the Programme is that they have strong grassroots foundations, with a well mobilized mass of community members via Women's Networks. This provides them with a strong advocacy platform for women to address climate variabilities at community and even household level. They have a core focus on retaining traditional knowledge, and an emerging strength in climate change which can be harnessed through alignment with TNRF (core partner #3). Their organizational capacities are not as strong as those of the other core partners, and so focus will need to be on building their organizational strength concurrently to delivering activities. They are well respected by other partners (e.g.: International Working Group for Indigenous Affairs—IWGIA), and a project visit has confirmed a strong community base that AYP+ can really benefit from.

**TNRF—Tanzania Natural Resource Forum:** a national civil society organization with strengths in climate change and natural resource management. While they lack grassroots entry points, they have strong national and international links. CARE therefore anticipates PAICODEO and TNRF working as complimentary partners with PAICODEO bringing the mass from community level and elevating it to TNRFs platforms for larger scale traction. TNRF in return have strong technical expertise in climate change and natural resource governance, as well as some robust models that they can be sharing and scaling within PAICODEO to strengthen their technical capacity.

With this in mind, TNRF will lead on: (1) Documenting the Loose Coalition model and providing training and technical support to PAICODEO to scale the model to additional districts; (2) Engaging in the CAAP and PSP processes along with documenting the processes and outcomes for national dialogues and engagement; (3) Providing training to other civil society partners on climate change; (4) Piloting establishment of the Pastoralist/Private Sector/Government platform; (5) working with climate change networks to influence budgets and policy; (6) Monitoring mainstreaming of climate change under the Ministry of Land; (7) Using the National Land Use Planning taskforce to influence integration of climate adaptation and resilience into the Integrated Land Use Planning guidelines and processes; and (8) Feeding into national dialogues and advocacy campaigns.

Our justification for focusing on TNRF as a core partner is: their scalable models (such as the Loose Coalitions that had strong impact within the first phase of AYP); their technical expertise in climate change and natural resource governance; and the national and international networks they're engaged in (including IIED) which will strengthen local to global linkages. Their existing programme portfolio aligns well with AYP+, as does their vision to scale Loose Coalitions to reduce land-based conflict in Tanzania.

Refer to the annexed Results Framework to see exactly which partner will be engaging in each activity. There are numerous activities that each partner will work on simultaneously—this is most apparent under Specific Objective 3, where they'll each be engaging in the national advocacy dialogues. The results framework also shows high cross-over between PAICODEO and TNRF, illustrating how they'll work together leveraging their respective community and national networks and entry points.

Alongside these core partners, CARE will play a role at national level continuing to: convene civil society via the Social Feeder Group, building the capacity of the **Tanzania Land Alliance (TALA)** as a long-term sustainability strategy for a strengthened and engaged civil society, building capacity within partners on gender, driving the Annual Sector Review, and engaging in policy dialogues. Some of the activities under the results framework will fall collectively to platforms such as the Social Feeder Group—e.g.: commissioning reports and evidence collection—while others will fall to more **Strategic Partners**, who CARE will look to engage with on advocacy dialogues and research pieces to build long-term strategic engagements. The three identified strategic civil society partners, are: **TALA, Forum CC** and **PINGOs Forum**. The latter two are member based, and they each have a strong advocacy voice with a track record for successful influencing and policy engagement. CARE has engaged both organizations during the design process, and sees their added value in: their respectability, successful track-records, ability to leverage community evidence for national dialogues, and their membership structures. In return the value add to these partners from AYP+ will be the grassroots insights, voices, and community models which will help to embed real-time needs within national dialogues, and present tried and tested solutions. CARE will also bring a strong gender lens to these partnerships. AYP+ will enter into Memorandum's of Understanding with these partners for specific tasks, and will allocate budget to support with evidence generation and engagement in national dialogues.

Due to the wealth of actors engaged in Tanzania's land sector, there are numerous additional strategic partners to engage with over the course of the programme, including the following seven **Government Ministries**: Ministry of Land, Housing and Human Settlements; Ministry of Agriculture; Ministry of Livestock and Fisheries; Ministry of Natural Resources and Tourism; Vice Presidents Office—Division for Environment (responsible for mainstreaming of climate change); President's Office—Regional Administration and Local Government; and Ministry of Health, Community Development, Gender, Elderly and Children.

While not Government ministries, the **National Land Use Planning Commission**, **Tanzania Investment Centre** and **Tanzania Meteorological Agency** all report directly to the Ministry of Land, Ministry of Finance, and Ministry of Works, Transport and Communications respectively and are thus heavily political. In the same league to some extent, is the **SAGCOT Centre**—while an independent private sector entity, the SAGCOT Centre is intrinsically linked with the Government's strategy for industrialization and economic growth, and is an example of Public Private Partnerships in play.

Coming down to the level of **Local Government**, there will be strategic alignment with village, ward, district and regional level authorities, including Village Councils, Village Committees, Ward Councilors (who lead budgeting priorities), Ward Tribunals (responsible for mediation of land conflict), District and Regional Commissioners—particularly Directors responsible for Agriculture, Livestock, Environment, Land, Planning, and Community Development. In parallel to the official structures, are **Traditional Leaders**—responsible for coordinating village dialogues and decision-making processes.

Other strategic partners that AYP+ will engage with, include **Development Partners**—predominantly DANIDA, SIDA, DFID, USAID and the World Bank, who are all engaged in land-based interventions.

Under strategic partners, AYP+ will engage in a number of **platforms** including:

- The **National Land Use Plan Taskforce**, which CARE co-chairs with the Commission
- The **Land Use Dialogue**—a new platform funded by the International Union for Conservation of Nature, of which CARE is a co-chair (representing CSOs), and SAGCOT Centre is the secretariat.
- The **National Engagement Strategy** of the **International Land Committee**: NES/ILC
- **Tanzania Gender Networking Programme** (TGNP)—a new platform that convenes women members of Parliament. The TGNP has agreed to look at land as a priority issue—a Terms of Reference will be developed within this programme for how they can engage in and support AYP+
- **Policy Forum**—a national platform, of which CARE is a member, through which to hold policy dialogues with development partners and government officials
- **Land Portal**—an online portal to which CARE can contribute to national, regional and international land dialogues
- **African Peer Review Mechanism** (APRM), a self-assessment on the state of Tanzania's governance

There is also the potential to engage in **international platforms** including the **Universal Periodic Review** (UPR) process in 2019, and the **World Bank Annual Conference on Land and Poverty**, which AYP is scheduled to present at in May 2018.

## 8.0 APPROACHES

AYP+ has been designed with a number of core approaches in mind to strengthen the impact of interventions, key of which are:

- **Designing for scale**, which includes: piloting solutions from which we'll document evidence to be elevated into mainstreamed processes (e.g.: CAAP); delivering activities through key actors, that

can then be meaningfully scaled by institutional systems (e.g.: the TMA, and District Authorities); and piloting opportunities that can strengthen systems in the long term (e.g.: PSP)

- **Evidence and documentation** to strengthen and validate national dialogues, policy engagement, and influencing strategies. Coupled with this, is the approach of propelling community voices into national dialogues.
- **Integrating Frameworks**, specifically CARE's Gender, Resilience and Governance frameworks
- **Spaces and Platforms**: Utilizing, strengthening, and developing constructive spaces for dialogue

### 8.1 Partnership

Partnerships are critical for AYP+ to formulate appropriate and sustainable linkages within the land sector. (1) **Vertical linkages** between local level groups and national/international processes (such as the UPR), and (2) **Horizontal linkages**, encouraging partners to work jointly on advocacy initiatives with other likeminded organizations and with national coalitions (e.g.: TALA).

AYP made good headway in working through partners to implement core programme goals, with good outcomes in civil society strengthening—such an approach will be continued within AYP+. Due to changes to core partners in this second phase, there will be a varied approach to how the partners are worked with. The foundations will remain the same however, in line with the spirits and principles of the CARE International Civil Society Resource<sup>24</sup>, supported by CARE Denmark's Partner Finance Guidelines. Finally, CARE International's Sub-Agreements policy will be engaged for process of phasing partners in and out.

Partners are chosen first and foremost based on strategic vision, followed by their technical capacity, value add, and finally organizational capacity. Each core partner will undergo Due Diligence at the programme start (and every two years from there-on) followed by an Organizational Capacity Assessment to determine gaps and support the development of a Capacity Development Plan. The plans are continuously reviewed based on joint monitoring of partner progression. For partners that have strong organizational capacity—such as Haki Ardhi and TNRF—they will still undergo an Organizational Capacity Assessment, but it's most likely that the focus will shift to building their technical capacity from a programming perspective.

**How has our capacity development approach changed?** CARE delivers capacity building in two ways—on-the-job and in-house group training. Throughout AYP, we learned that on-the-job training has proved more efficient, thought to be down to its practical nature resulting in quicker uptake of information and action. Under AYP+, CARE will continue this, along with a new approach of mentorship—particularly when looking at operations. CARE will attach partner staff to CARE staff in the CARE office for a number of days, as a way of learning by observation and action, as well as building a relationship with their mentor for continued support.

Subsequent to this, AYP+ will take a new approach to partnership capacity building in terms of developing vertical linkages between core partners operating at grassroots and national levels, as a means to strengthen collective capacity. For example, PAICODEO have very strong community roots and entry points to AYP+ target group, while TNRF has strong tools and approaches, and national/international linkages through which to be elevating voices and issues. By working with both organizations, linking them to working cohesively together, and establishing a loose version of mentoring between the two, we intend to strengthen the capacity and outputs of both.

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<sup>24</sup> <http://governance.care2share.wikispaces.net/CARE+Civil+Society+Resource>

**How will we Phase in and Phase Out partners:** Phasing in new partners has begun with engaging them in the project design process<sup>25</sup>, and aligning AYP+ with their vision and strategy. Due to AYP+'s detailed research of potential partners and engaging them in the design process, AYP+ will not release an expression of interest for partners (as per the Sub-Agreements Policy), but instead waive this in favor of documenting the selection process in detail. The country office will establish a Decision-Making Committee (DMC) to verify the partners selected and ensure there isn't any conflict of interest. New partners will undergo Due Diligence and Bridger Checks, before being oriented and trained on the project, budgets, and work plans. For all partners, there will be an inception workshop (March) to orient key stakeholders on the programme design, first year work-plan, and roles and responsibilities.

The only partner to be phased out from AYP+'s first phase, is JET. They have already been phased out as per the Sub-Agreements policy—this has included the issuance of final reports, and collection of lessons learned. AYP+ still sees value in engaging with JET from a networking perspective, and in bringing them in to coordination platforms to strengthen media coverage of land rights, climate change impacts, pastoral evictions, private sector investments, and adaptation needs.

## 8.2 Local to global advocacy

CARE International's global advocacy strategy aims to multiply the scope of impact beyond programme funding, to influence national and international policies that affect the lives of our target groups. The AYP+ design is founded on using a community to national advocacy approach, and as one cog within the global CARE Denmark framework, there are multiple opportunities to extend the advocacy approach beyond Tanzania's borders. The AYP+ team will focus primarily on capturing evidence and best practice—particularly from processes such as PSP and CAAP—to then escalate the learnings and evidence to international platforms (discussed in more detail below). CARE Tanzania will approach Local-to-Global Advocacy via the [CI framework](#), by facilitating evidence generation and community empowerment, and influencing at national level for pro-poor and climate sensitive policies.

By engaging with other country offices under the CARE Denmark global framework—particularly those focusing on land, resilience and governance<sup>26</sup>—CARE Tanzania will elevate evidence from small-scale pilots to engage in CARE International's global advocacy efforts. CARE Tanzania sees potential particularly through CARE Netherland's *Climate Change and Resilience Platform*, as well as the Knowledge Sharing and Learning opportunities to be developed under the CARE Denmark global Danida framework, and *global Climate Change programme*.

External to CARE, platforms local to global advocacy could maximize include: Tanzania's 2019 Universal Periodic Review process; the global Land Portal; the World Bank Annual Land Conference; and the ILC—International Land Coalition, of which CARE is a member. The ILC's 2016-2021 strategy is formed of 10 commitments, which include: Equal land rights for women; Locally Managed Ecosystems; Inclusive Decision Making; Transparent and Accessible Information; and Secure Territorial Rights for Indigenous Peoples.

## 8.3 Sustainable Development Goals (SDGs)

The integration of land rights into the SDGs provides a strong opportunity for AYP+ to align national dialogues with Tanzania's attainment of the global goals. Unfortunately, three years since signing up,

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<sup>25</sup> Haki Ardhi and TNRF have been engaged in design discussions since the beginning, with PAICODEO brought in half way though. Strategic partners Forum CC and PINGOs Forum have also been involved in contributing to the latter half of the design.

<sup>26</sup> The other Country Offices working in these areas include: Ghana, Uganda, Mali, Mozambique and Niger

there is little progress from the Government on how the goals will be coordinated, baseline data to report against, or accountability mechanisms. AYP+ can leverage the commitment the Government has made to these global goals within advocacy efforts—particularly to conduct the Annual Sector Review, which has the potential to support collection of baseline data required to report against some of the land focused SDG indicators. The three SDGs that AYP+ best aligns with are:

**Goal 1: End poverty in all its forms everywhere | Sub-goal 1.4:** By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, **ownership and control over land** and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.

**Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture | Sub-goal 2.3:** By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including **through secure and equal access to land**, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.

**Goal 5: Achieve gender equality and empower all women and girls | Sub-goal 5.a:** Undertake reforms to give women equal rights to economic resources, as **well as access to ownership and control over land** and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

**Goal 13: Take urgent action to combat climate change:** An immediate threat to communities and the fulfilment of their right to food, if it is not adequately addressed through mitigation and adaptation, the prospects for achieving long-term and sustainable development is undermined. Provide communities with opportunities to address climate change and resilience in their local areas, and strengthen CSOs commitment to climate change at different levels and linking voices from village, district to national level forums.

While the indicators for each of these goals are on a more macro-level to that which Ardhi Yetu will be dealing with,<sup>27</sup> there is a role for CARE to play in championing these goals internally, and supporting movement within the Government and among Development Partners, to be collecting baseline data, and mapping actions and outcomes between now and 2030.

The SDGs in Tanzania are being coordinated by the National Coordinating Team, under the Vice President's Office, and in line with the National Bureau of Statistics. To date, they have identified the priorities for Tanzania (focusing initially on institutional capacity building), and are testing the ADAPT tool from the Paris21 group at the OECD.<sup>28</sup> The tool allows governments to map all the data they have/collect to the SDG indicators, and to secure estimates of how much it would cost to collect data on the rest. While the results aren't public, the tool does have the option to show where data from NGOs/CSOs could fill gaps. AYP+ is beginning dialogues with the National Coordinating Team to determine how the programme can engage with and support them.

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<sup>27</sup> For example indicator 5.a.2 is: *Share of women among owners or rights-bearers of agricultural land, by type of tenure*. This is not something AYP+ would be able to report against.

<sup>28</sup> <http://www.data4sdgs.org/resources/adapt-advanced-data-planning-tool>



#### 8.4 Gender Equality and Women's Empowerment

AYP had a loose focus on women's empowerment—the programme design firmly recognized that women's rights to land needed to be addressed, and this has been AYPs priority messaging in national level dialogues, particularly around the UPR and Policy Review process. While this was carried at national level, there was less of a focus on community level empowerment, which we recognize needs to be redressed in AYP+ if a resilient land sector is to stem from the community up.

Gender Equality and Women's Empowerment is being given additional priority in AYP+ via:

- Training a sub-set of Land Rights Monitors to become Women's Land Rights Champions, with the vision that they'll proactively seek to engage more women in village level land rights discussions;
- Engaging the Tanzania Gender Networking Programme as an ally in discussing, advocating for, and monitoring women's access, use and ownership of land—their engagement has already begun;
- Targeting women councilors at Ward and Village level for empowerment programming—these councilors have the potential to influence local level land and resilience dialogues, however societal norms often lead to them making up numbers rather than being vocal leaders. Through empowerment training we want to ensure they're bringing women's priority topics to meetings and have the capacity to see them through;
- Community training and awareness raising to increase women's voices when they attend village meetings; and
- Strong women focus within the PSP and CAAP processes to ensure women's needs are being taken into consideration.
- Working with the Tanzania Gender Networking Programme on gender budget tracking—AYP+ will elevate known community priorities to the TGNP to support their efforts in this and align with Forum CCs climate change budget tracking in much the same way (recognizing that climate changes have different impacts on men and women).

Alongside this, AYP+ will continue to champion women's land rights nationally, to ensure they're appropriately recognized within the Policy Review, and remain a priority for the NLUP Taskforce.

#### 8.5 Resilience to climate change

Climate Change is one of the greatest risks facing the global push for tenure security; if a small-scale farmer or pastoralist has security of tenure, yet their livestock die due to drought or crops are destroyed by flooding, the security of tenure has played no role in increasing that individual's resilience. As such, AYP+ will have a stronger focus on resilience, particularly in relation to climate change. Some examples of where AYP+ will draw this alignment most keenly:

- Advocating for a strong Climate Change strategy to be integrated within the Ministry of Land—AYP+ will help to show the alignment through examples, such as if land use plans take into account natural wind breaks, fire breaks, water sources, and forest, then land planning can play a strong role in supporting natural resource management, and thus resilience to climate change for communities;<sup>29</sup>

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<sup>29</sup> CARE is engaging in a similar process with the Ministry of Livestock through separate programme funds—the two parallel processes will share lessons and leverage any aligned platforms or relationships to strengthen the approach.

- Ensuring the National Adaptation Plan (NAP)<sup>30</sup> currently being developed by the Government engages the land sector, takes land use planning into account, and incorporates indigenous weather forecasting and resilience strategies.
- Advocating for the new Responsible Investment Guidelines to prioritize climate resilient land-based investment.
- Advocating for the Annual Sector Review for the Ministry of Land, which will result in the data to conduct budget tracking—with this data, AYP+ will be able to advocate for a more enabling environment for resilience within the Land Sector;

AYP+ has an exciting role to play (due to CARE’s expertise in both land and resilience to climate change<sup>31</sup>) in convening actors and supporting the land sector to have a stronger resilience approach. AYP+ will however be able to more effectively engage in the above national dialogues through illustrating evidence from the ground on how resilience to climate change strengthens productive use of land. As such, AYP+ will be engaging in a number of community-based resilience interventions:

- Piloting Community Adaptation and Action Planning (CAAP), as a means to build motivation and capacity for action on Community-Based Adaptation among communities, with a particular focus on livelihoods and natural resource issues—which are both intrinsically linked to land.
  - *As well as engaging communities, CAAP (as a form of Community-Based Adaptation), builds the relevant skills in local institutions to ensure that their activities and plans are also resilient to climate change.*
- Introducing PSP to illustrate how land can be more effectively used by small-scale farmers and pastoralists when they have access to seasonal weather forecasts (built from both indigenous and modern techniques) and can plan accordingly—particularly focusing on how pastoralists and farmers can plan migration routes together, thus indirectly reducing conflict<sup>32</sup>
- Piloting the creation of a platform to convene Pastoralist, Private Sector, and Government actors with the purpose of addressing economic impact of pastoral communities, through strengthening their land rights—by better linking pastoral communities with the private sector, CARE envisages they will have stronger livelihoods, and thus increased resilience.

Refer to Annex C for an illustration of how Community Adaptation and Action Planning works, and more detailed description of how it works.

## 8.6 Innovation

AYP+ is integrating a number of innovative approaches into the four-year design, including:

- Supporting Haki Ardhi to develop a virtual model—either via ICT or hotline—to better connect Land Rights Monitors to be sharing information horizontally among themselves, and vertically to civil society. This tool would capture information on land rights abuses or challenges to support documentation and resolution at community level. The tool would also support dissemination of information down to Land Rights Monitors on land policy amendments and national dialogues—something that they have expressed as an important requirement.

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<sup>30</sup> NAPs are sector based, and AYP+ needs to ensure that land use planning features adequately within adaptation strategies. CARE can play a convening role in ensuring the Ministry of Land, Department for Environment’s CSA strategy, Ministry of Agriculture, and Ministry of Livestock are all feeding into NAP process.

<sup>31</sup> In another CARE Tanzania programme with the Wageningen University and CIAT, CARE will pilot risk mapping in Iringa Rural District (a highly likely district for AYP+ to be working in). The result of this work will also inform climate risks to AYP+ impact groups.

<sup>32</sup> This approach recognizes that migration is a resilience strategy for Pastoralist communities, and shouldn’t be prevented, but strengthened in line with appropriate Natural Resource Management

- Using CARE's PSP model to combine indigenous and modern weather forecasting techniques to build trust, strengthen adaptation approaches, and natural resource management.

AYP+ will apply for CARE Denmark's global innovation funds, to work in parallel on designing the needs required to transform the livestock sector via a marketing approach. The innovation funds would be used to conduct relevant market analyses and value chain assessments to determine how CARE can better link land use and tenure security, with pastoralist economic growth.

### 8.9 Learning Questions

The AYP+ learning agenda will focus on understanding much more about the interconnection between land rights and resilience to climate change, as well as tenure security and economic growth. The following four learning questions have been developed, and various analyses, scoping, and research throughout programme delivery will strengthen CARE's understanding for longer term strategic focus.

- What are the best approaches and models to strengthen small-scale farming and pastoral community's resilience to climate change, following attainment of tenure security?
- To what extent can land tenure security, for women pastoralists and small-scale farmers, contribute to their strengthened resilience and livelihood opportunities
- What is the most effective way of engaging small-scale farming and pastoral communities to benefit from land-based investment in Tanzania, as learned through best practice?
- What steps are needed to link tenure security, with market linkages and strengthened livelihoods for pastoral communities.

### 8.10 Alignment with CARE Tanzania Programme Portfolio

There are a range of programmes under CARE Tanzania's current portfolio, that cut across AYP+ thematically (particularly resilience approaches via climate smart agriculture), geographically (particularly Iringa Region), and in terms of evidence generation. AYP+ will work closely with these programmes, to utilize learnings from other interventions and strengthen AYP+ engagement in national (and international) dialogues. Core programmes AYP+ will align closely with include: ALUTA (sunflower value chain programme in SAGCOT Corridor); Kukua ni Kujifunza (soybean value chain programme in SAGCOT corridor); the WWF-CARE Alliance programme in SAGCOT corridor (which is looking, among other things, at integrated land use planning); and if successful, the Tanzania component of the multi-country UNEP Green Climate Fund programme (concentrating on adaptation, particularly in pastoral communities; CARE will be the lead for Tanzania). Identifying points of alignment and recommending useful evidence generated from the other programmes will be supported by CARE Tanzania's Director of Sustainable Agriculture and Climate Change who oversees all the mentioned programmes, with support from the Knowledge Sharing and Learning Coordinator.

## 9.0 SUSTAINABILITY

The AYP+ Programme has been designed for scale, which means the programme design has inherently taken into account what is required to sustain activities, approaches, or interventions beyond the funding cycle. Under the three domains of community, civil society, and government/policy, AYP+ will work towards sustainability in the following ways.

**COMMUNITY | *Consolidating the Land Rights Monitors:*** a stand out innovation of the first phase of AYP, the next four-years will focus efforts on consolidating the Land Rights Monitors. This will be via forming a more cohesive network which can share information horizontally (via ICT or a hotline) and elevate land rights challenges or abuses vertically (via the same ICT or hotline approach) to feed into land rights dialogues. Establishing an annual workshop/forum will provide the network with the

foundation needed to be more organized, joined up, and sustainable. We know from the first phase—and learnings from other programmes—that Land Rights Monitors can be sustainable when they're passionate, active, organized, and have an enabling environment within which to operate. This last point will be made sustainable by engaging and training Opinion Leaders in communities.

**PSP and CAAP:** The very nature of Community Adaptation Action Planning (CAAP) and Participatory Scenario Planning (PSP), is that they are both led and sustained by the community, but with integral institutional involvement. By engaging communities in these processes to develop their own resilience strategies, we anticipate that they will feel a stronger sense of ownership, and thus increase chances of the actions being more sustainable in the long term. CARE will promote the learnings and evidence from both PSP and CAAP when conducting national advocacy dialogues on how adaptation can be integrated into either: land use planning processes, or district planning processes.

**CIVIL SOCIETY | TALA:** A core vision for AYP+ is to invest in building the capacity of the Tanzania Land Alliance—TALA—as a sustainable way of ensuring civil society has a strong coordinating body in the long term. While AYP developed platforms to brought civil society together, this now needs to be led by a robust and sustainable organization beyond the four years' funding. CARE will continue to spend AYP+ strengthening the existing coordination platforms and mechanisms from behind the scenes, encouraging CSOs to drive the agendas.

**Capacity Development:** In terms of the individual capacity building of CARE's core partners, AYP+ will integrate fundraising/resource mobilization support into the individual Organizational Development Plans, as a means to strengthen their capacity to leverage their own funding and sustain activities beyond the four-years. Critical to this, is ensuring they have a strong vision, for donors to get behind. Additional to this, AYP+ will build capacity by building linkages between specific partners—Core and Strategic—as a means for them to use their strengths to plug one another gaps.

**GOVERNMENT/POLICY | Annual Sector Review and Monitoring:** AYP+ will conduct an Annual Sector Review as well as continued monitoring, as a way of working towards policies being effectively implemented and Government being accountable. By launching the Annual Sector Review—launching is recognized as the most challenging and costly component—AYP+ will be providing the Land Sector with the tools and information needed to continue the review annually, while civil society (via TALA and the Social Feeder Group) will have the skills and platforms required, to hold the sector to account.

## 10.0 MAJOR RISKS AND MITIGATION MEASURES

Assumptions	
<ul style="list-style-type: none"> <li>- Government of Tanzania will remain open to having an Annual Sector Review for Land and CARE can influence other actors to contribute to the costs of the Annual Sector Review</li> <li>- The elections in Tanzania and Denmark (in 2020 and 2019 respectively) will not affect the ability to deliver the overall programme objective and specific objectives</li> <li>- CARE retains its position on the National Land Use Planning Taskforce, SAGCOT Social Feeder Group, and as an ally of the Ministry of Land.</li> <li>- The UPR will take place as planned in 2019</li> <li>- CARE can add value to the capacity strengthening of TALA via a mentoring approach, which will complement the NES and DANIDA local investment in them</li> <li>- CARE can secure an entry point to the Tanzania Investment Committee</li> </ul>	
Identified Risks	Mitigation Strategy
<b>Programmatic:</b> Encouraging Land Rights Monitors to be activists could put them at risk if	Land Rights Monitors will be well trained, particularly around only working with facts and not omitting information, or

they follow up too intensively on corruption, and inactive leadership.	exaggerating details. They will receive support from Haki Ardhi, and Opinion Leaders will also be trained to create an enabling environment for activism.
<b>Programmatic:</b> The tendency for Tanzania's civil society to compete rather than collaborate hinders collective action and a united land sector.	CARE's coordination role will promote the joint development of policy positions, best practices and policy advocacy initiatives, and through platforms such as the social feeder group, CSOs will be brought together.
<b>Programmatic:</b> Engaging with new partners that need to consolidate their organizational strength, could hinder activities on the ground.	CARE will conduct an Organizational Capacity Assessment and develop a Capacity Development Plan for each partner (old and new), provide the required support and closely monitor implementation of the plan, increasing support where needed.
<b>Contextual:</b> Climate change exacerbates conflicts, hindering planned interventions	Integrating the PSP and CAAP processes are mitigating efforts to increase adaptation and thus prevent conflict, even if climate changes throughout the four-years do affect target groups.
<b>Contextual:</b> Run up to the Tanzania 2020 election prevents advocacy dialogues and hinders implementation due to campaigning	Work planning will take into account the community level campaigning that will take place from mid-2020, while advocacy and policy dialogues will target manifestos in the immediate run up to the election, and policy post-elections.
<b>Institutional:</b> Financial fraud either among partners or CARE Tanzania	CARE has a zero-tolerance policy when it comes to fraud and all new staff and partners are inducted on this policy. The financial management system has controls in place to prevent fraud, as well as random checks of partners and financial reporting by the Dar es Salaam finance team. Any signs of fraud will be reported to senior management immediately.
<b>Institutional:</b> Land is highly political in Tanzania—interventions could cause domestic political damage	AYP+ will use solid evidence-based advocacy and non-confrontational multi-stakeholder dialogue, and influence public discourse using media. CARE must remain an impartial actor that convenes civil society and government actors.
<b>Institutional:</b> Fluctuations in exchange rates affect the programme budget	CARE's financial management system changes the local currency to donor currency equivalent using Loanda rate on a daily basis. Any fluctuations will be noted early and raised in regular budget updates between the Grants Coordinator and Programme Coordinator.